The ~~Problem~~ Challenge (Better?)

The tobacco industry has been accused by anti-smoking groups of encouraging youth smoking through advertising campaigns and promotional activities. As a result, legislators at every level of government have proposed legislation that would severely ban or restrict tobacco sales and marketing practices -- primarily in the areas of vending, self-service, brand promotions -- and that would ban or restrict several forms of advertising.

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Source: https://www.industrydocuments.ucsf.edu/docs/mylm0000

The Issues

- The anti-tobacco movement has made youth access to tobacco products one of its central arguments for further restrictions on tobacco advertising sales and marketing.

- With the passing of the Alcohol Drug Abuse and Mental Health Administration Reorganization Act (ADAMHA), states must enforce minimum age sales laws for tobacco products in order to receive their share of $1.2 billion in federal substance abuse grants. States are examining enforcement standards and increasing efforts to ensure retailers comply with state laws.

- Although the tobacco industry and some individual companies currently have programs in place to discourage the sale of tobacco products to minors, these programs are not coordinated on a national level.

- An expanded "It's the Law" program has the potential to reach ~~all~~ retailers, encouraging them to "police" themselves, ~~while allowing law enforcement and legislators to tend to more important issues. By~~ implementing a national educational program to combat tobacco use by youth, the retailers and the tobacco industry are showing their dedication to upholding the law and stopping underage smoking.

While we believe this issue to be serious and support compliance of these laws, we do not think it necessitates their devoting inordinate amounts of ~~their~~ time to ensure compliance if appropriate tools are provided. Further, by

- Retailers must accept responsibility for complying with minimum age sales laws. Manufacturers of tobacco products do not sell ~~the~~ to the consumer and so, can do just so much. (This needs help, but you get the idea!)

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Source: https://www.industrydocuments.ucsf.edu/docs/mylm0000

Objective

The restructured "It's the Law" (ITL) education and communications program will:

- Underscore Philip Morris' opposition to youth smoking, and its dedication to combating it by expanding the program.
- Bolster cooperation between law enforcement officials and the retail community to ~~avoid unpleasant confrontations resulting from sting operations.~~
- Demonstrate to legislators that retailer compliance, as encouraged by ITL, is a viable alternative to the enactment of additional restrictive legislation.

ensure compliance of underage sales laws and bolster relationships and cooperation between law enforcement and retailers.

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Source: https://www.industrydocuments.ucsf.edu/docs/mylm0000

Program Outline

STRATEGY 1: LAYING THE GROUNDWORK

STEP 1:	**PREPARATION**
Evaluate:	Examine the effectiveness of the current program in encouraging retail compliance with minimum age sales laws.
Research:	Identify potential allies of the campaign and investigate potential target cities for the pilot project and national roll-out.
Create Materials:	Freshen existing materials and messages and create new tools to convey messages effectively.
STEP 2:	**EDUCATION/RECRUITMENT**
Third-Party Organizations:	Approach potential allies, advise them of the campaign and solicit their participation.
Philip Morris Employees:	Inform Philip Morris sales, marketing and ~~public~~ government affairs representatives about the campaign and ensure their support and participation.

STRATEGY 2: THE PILOT PROGRAM

STEP 1:	**SPOKESPERSON TRAINING**
Train Local Spokespeople:	In target city(ies) for pilot program, identify local spokespeople among sponsors and train them on key ITL messages.

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Source: https://www.industrydocuments.ucsf.edu/docs/mylm0000

STEP 2:	**ORGANIZE SEMINAR**
Organize ITL Retail Crime Prevention Seminar:	Hold a crime seminar in target cities to discuss the problem of underage use of a variety of products, including tobacco. Include local sponsors and officials.
STEP 3:	**PUBLICIZE**
Place Advertisements/Public Service Announcements:	Advertise the ITL campaign and crime seminar in local media to attract attention to the program and maintain visibility.
Coordinate Press Conference and Media Opportunities:	Hold a press conference launching the pilot program and conduct media interviews with local spokespeople.
STEP 4:	**FULFILLMENT**
Pilot Fulfillment:	Institute a special 800 number to gauge accurately the calls received as a result of the pilot program and to disseminate the information kit.

STRATEGY 3: NATIONAL CAMPAIGN

STEP 1:	**SPONSOR SUMMIT**
Coordinate National Sponsor Summit:	Invite sponsors to a national meeting to discuss the campaign and provide participants with the information necessary to hold their "It's the Law" kick off programs.

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Source: https://www.industrydocuments.ucsf.edu/docs/mylm0000

STEP 2:	**ENERGIZE TARGET CITIES**
Organize Roll-Out Events in Select Cities:	Identify 10 to 15 cities to launch the national campaign. Use the pilot program as a model for activities in these cities.
STEP 3:	**PUBLICIZE NATIONALLY**
Plan National Press Conference:	Organize a national press conference to announce the roll out and add to the visibility of the national ITL campaign. Include satellite down link so that the target cities can include the national press conference as part of their activities.
Place Advertisements/Public Service Announcements:	Advertise the campaign in local media to attract attention to the program and maintain visibility.
STEP 4:	**MATERIAL ROLL OUT**
Mail Information Kits:	Send ITL information kits to retailers nationwide to reach areas not included in the target cities.
STEP 5:	**FULFILLMENT**
National Fulfillment:	Engage a fulfillment house to handle requests for more information and to disseminate materials. Promote an 800 number where interested retailers can get materials.

STRATEGY 4: FOR THE FUTURE

Continue Local Programs:	Once the launch is over, gauge the success of the campaign and plan more ITL events in additional target cities.

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Source: https://www.industrydocuments.ucsf.edu/docs/mylm0000

STEP 1: PREPARATION

Before the restructured "It's the Law" (ITL) program is announced, there are several steps that need to be taken. In the meantime, the current program should be maintained with existing materials.

First, the groundwork for the "ITL" campaign must be laid. While the existing program has recognition and support in some regions of the country and with some retail organizations, it has low recognition nationwide. The results of the evaluation and research efforts will help to determine what tools and materials are most effective and what can be improved in the current program.

Evaluate

Evaluate the effectiveness of the current program. P-M needs to determine how retailers, legislators and the media view the program. This will give an accurate picture of any changes that need to be made in order to make the campaign successful.

- Survey retailers and conduct focus group discussions to gauge perception of the current program. The survey would be conducted through a questionnaire mailed to the database of 55,000 retail contacts that currently receive *Newsline*. Focus groups would be made up of representatives from retail groups, law enforcement organizations, educators and interested citizens. Factors that will be evaluated in the survey and focus groups are:
  - -Degree of issue awareness
  - -Recognition of and participation in the ITL program
  - -Level of compliance to the law and program
  - -Credibility of industry message on youth issues
  - -Perception of customer recognition and opinion of the program
  - -Kinds of materials that would be useful
  - -Suggestions on additional materials
  - -Additional comments on the issue and the program

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Source: https://www.industrydocuments.ucsf.edu/docs/mylm0000

Strategy 1 - Laying the Groundwork

- Determine, through a questionnaire mailed to a sample of local and state legislators:
  - -Recognition of program
  - -Credibility of industry messages on youth issues
  - -Perception of local compliance to the law
  - -Kinds of materials that would be useful to retailers
  - -Additional comments on the issue and the program

- Examine media perception of the ITL program through a questionnaire mailed to a sample of local and national media.
  - -Mail to list of media interested in tobacco issues, because they are most likely to return the questionnaire
  - -Measure awareness of the issue and ITL program
  - -Test for credibility of industry messages and effort on youth issues
  - -Gauge perception of local compliance to the law
  - -Additional comments on the issue and program

Research

Research is another important part of laying the groundwork for the campaign. It is important to understand potential third-party allies to support the program. We must evaluate all avenues of support thoroughly before soliciting participation in the program. Additionally, the research will help to identify target cities for the pilot program, as well as for the national roll-out.

- Identify potential national allies that could co-sponsor or support the ITL campaign. The most likely candidates for participation are national retail organizations and law enforcement associations. The effort should draw on past supporters of ITL, as well as new groups that could be allies in this endeavor.
  - -National Association of Convenience Stores (NACS)
  - -Amusement and Music Operators Association (AMOA)
  - -National Grocers' Association
  - -Food Marketing Institute (FMI)
  - -National Organization of Black Law Enforcement (NOBLE)
  - -Fraternal Order of Police (FOP)
  - -National Association of Chiefs of Police (NACP)
  - -National Sheriff's Association
  - -American Wholesale Marketers Association

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Source: https://www.industrydocuments.ucsf.edu/docs/mylm0000

Strategy 1 - Laying the Groundwork

- Examine other industries' "responsible marketing" programs and compare with the ITL program.
  - -Beer industry's "Cops in Shops" program
  - -Insurance industry's "Prom Promise" program
  - -Youth programs of other tobacco companies, so as not to encroach on their efforts

- Investigate potential target cities for the pilot program. Potential criteria should include: — in coordination with PM regional directors;
  - -Cross-section of the population
  - -Level of concern of the issue based on survey results
  - -Strength of support for the issue based on results from the survey
  - -Whether ~~or not~~ the city has implemented sting operations or will soon do so
  - -Local law enforcement ally and/or local sponsor
  - -Included in a media market with three or four television stations, at least one daily newspaper and several talk radio stations
  - ~~-Coordination with P-M regional directors.~~
  - -Local/state legislative support for ITL program

(make these the last?)

Create Materials

Based on the results of the survey, the current ITL materials should be reworked to include improvements and suggestions gathered from surveys. These could include subtle changes in design, messages and language.

- Re-craft the materials and messages to reflect the survey results.

- Rewrite materials that need to be improved and restructure the information kit to include new materials, including:
  - -Cover note welcoming the recipient to the ITL program
  - -Brochure that provides an overview of the ITL program
  - -One ~~double-sided sticker~~ that has the logo and message (or two 2-way decal)
  - ~~-Pins for cashier to wear that have the ITL logo and message~~
  - -Tip cards for cashiers on how to check an I.D.
  - -Posters to alert retail employees of the possibility of undercover stings
  - -Printed sign of state code regarding tobacco sales to youth
  - -Case studies of what happens if you do not obey the law (i.e., ~~Suffolk~~, N.Y.) Nassau County
  - -Printed sign of legally required language
  - -Tip sheet on preventing crime

enclosure? or part of messages?

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Source: https://www.industrydocuments.ucsf.edu/docs/mylm0000

Strategy 1 - Laying the Groundwork

-Employee acknowledgment forms to ensure the employees understand the laws and are dedicated to upholding them
-Order form for additional materials
-Business Reply Card acknowledging that the retailer is participating in the program

- Create a ~~bi-monthly or~~ quarterly newsletter that will provide success stories, reports on sting operations and other pertinent news. This information could be distributed as insert in the retailer's *Newsline*, initially, and later as a stand-alone newsletter.
- Produce a 10 to 15 minute videotape that discusses the law, the reality of sting operations and the consequences of not...
- Produce ITL materials in several languages, such as Korean and Spanish, to effectively target ethnic groups.

- Create educational materials for internal education program of sales, marketing and ~~public~~ affairs personnel.
  -Produce a 10 to 15 minute videotape that discusses the law, the reality of sting operations, ~~and~~ the consequences of not complying with the law, and the impact on PM's business objectives.
  -Write and produce a voice-mail message from Bill Campbell to be sent when program is operational
  -Design a message to be transmitted through computer modem to the sales representatives' computers that talks about the program and stresses the importance of participation
  -Create a cassette tape that sales representatives can play in ~~the~~ their cars that talks about ITL and the importance of their participation

- Design print advertising and public service announcements that espouse the ITL campaign's message and give the 800 number for more information.
  -Use in internal publications: The Face, The Globe, The Advocate, Newsline, Understanding PM forums.
  -Place in the general media during the pilot program and later in a national roll out including state and federal government, Law enforcement and retail organization publications.
- Design modest booth display for use by sales at trade shows
- Develop messages for internal and external use

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Source: https://www.industrydocuments.ucsf.edu/docs/mylm0000

STEP 2: EDUCATION/RECRUITMENT

Once the preparation for the campaign has been completed, the next step is to educate allies and P-M employees that will be effected by the ITL program. Once these audiences understand the program, P-M can recruit allies and employees to participate.

Third-Party Organizations

Once P-M has completed the evaluation of potential third-party allies, the process of educating and mobilizing them begins.

- Draw on existing relationships and encourage interest in the program by:
  - -Contacting organizations with whom P-M already has relationships
  - -Organizing a meeting to walk through the program and the information kit

- Mail the information kit to prospective sponsors where there is not an existing relationship. Include:
  - -Cover note that describes the history of the program, its revitalization and an invitation to participate in the program
  - -Revised information kit
  - -Follow up the mailing with a phone call to gauge support and set-up a meeting to discuss participation

- Disseminate information kits and program description at appropriate trade shows.
  - -Obtain name/phone number of person accepting the kit
  - -Follow up with a phone call to see if there are any questions and to gauge interest
  - -Set up meeting with the person to discuss the program further

- Advertise in trade publications.
  - -Ad should include a brief description of the program and invite interested parties to call an 800 number
  - -Research organizations that respond
  - -Send invitation package, if appropriate
  - -Follow up with phone call to gauge interest and set up a meeting to "sell" the program if the organization is acceptable

Is this is for 3rd party support, will not do this way.

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Source: https://www.industrydocuments.ucsf.edu/docs/mylm0000

Strategy 1 - Laying the Groundwork

Philip Morris Employees

The program will not work without the participation and support of P-M employees. There are three internal audiences that need to be contacted: sales, marketing and public affairs staff. Each needs different levels of information.

- **Sales Representatives** -- This is the most important internal audience to educate, since they will be the program's foot soldiers. It is important to encourage their interest in the ITL program. However, they should not be overwhelmed with messages all at once. Spacing out the educational tactics reinforces the messages with the P-M sales force.

- **Marketing Staff** -- Although the marketing staff will not be working directly with the retailers, it is important to let them know that the company is working hard to combat underage use of tobacco products.

- ~~**Public** Affairs Staff~~ -- Since many legislators are pressing for stricter legislation against use of tobacco products by minors, P-M ~~public~~ affairs staff would need to know about the ITL program to show legislators that the company is dedicated to combating youth smoking.

Government → government

Further, it's the Law requires the support of local leaders, many of whom already have relationships with the RD's.

Sales Representatives:

- Conduct informational sessions during regional meetings and discuss:
  - -Program and its history
  - -Outline of the pilot program
  - -Employees' role in the program and its importance
  - -View the videotape that discusses the law and the reality of sting operations
  - -Explain how negative publicity can affect sales adversely → in-store promotion activity and
  - -Emphasize the importance of encouraging retailers to respect the law
  - -Emphasize minimal time commitment -- once per account
- Send the recorded voice mail from Bill Campbell to:
  - -Reinforce the importance of the program and their participation
  - -Remind them of the importance of getting ITL materials to the retailers

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Source: https://www.industrydocuments.ucsf.edu/docs/mylm0000

Strategy 1 - Laying the Groundwork

- Send the P-M staff the cassette tape that can be played in their cars in between visits to retailers.
  - -Explains more about the program
  - -Reinforces the importance of the program and their participation
- Transmit a brief reminder of the ITL program via modem when the sales representatives send in their daily reports.
- Provide an internal number for the representatives to call with questions.
- Supply kits for distribution as appropriate.
- Update on launch activities and locations, media attention and developments.
- Build in educational component on ITL (and all public affairs issues) into PM sales rep training classes.

Marketing Staff:

- Write a cover note explaining the ITL program, its history and the importance of the program to the company and industry.
- Send informational kits to the marketing staff.
- Provide the staff with an internal number to call with questions.
- Consider placement of ITL Logo on POS displays and ads
- Consider advertising frequency discount benefits through marketing media buys.

Government ~~**Public Affairs Staff:**~~

- Write a cover note explaining the ITL program, its history and the importance of the program to the company and industry.
- Send informational kits to the ~~public affairs staff.~~ regional directors including
- ~~Provide the staff with~~ an internal number to call with questions and to request more information kits.
- Update staff on launch activities, media attention and developments.
- At appropriate time, encourage RD/legislative briefings on ITL.

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Source: https://www.industrydocuments.ucsf.edu/docs/mylm0000

Strategy 2 - The Pilot Program

Once the research has been done, the allies have been lined up and the P-M staff prepared, the ITL program is ready for its test during the pilot project. The city(ies) would be selected during the research phase.

STEP 1: SPOKESPERSON TRAINING

Utilizing third-party allies as spokespersons lends credibility to the campaign. Before they are made available to the media, however, spokespersons should be trained in order to ensure consistency in the ITL messages.

- Identify spokespeople in the co-sponsoring organizations.
  - -Select four or five people that represent the most diverse interests (i.e., retail, law enforcement or health department official) and who will commit time to the program
  - -Provide spokesperson training for them

- Educate these spokespeople and others from respective organizations to ensure everyone understands the program and its intentions and to prepare them for media attention.

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Source: https://www.industrydocuments.ucsf.edu/docs/mylm0000

STEP 2: ORGANIZE SEMINAR

The ITL Retail Crime Prevention Seminar has a dual purpose. The first is to provide a forum in which interested parties can discuss retail crime issues, including selling tobacco products to minors. The seminar also provides excellent media opportunities for ITL spokespeople.

- Organize an ITL Retail Crime Prevention Seminar to discuss a range of retail crime issues and laws, including tobacco sales and purchases, with interested and influential parties.
  - -Involve local P-M sales representatives
  - -Ask co-sponsors to participate and speak on behalf of their industry
  - -Invite local law enforcement and city officials to speak
  - -Videotape the seminar for later use

- Plan the agenda for the press conference. — do you mean seminar?
  - -Cast a diverse group of speakers (i.e., retail, law enforcement, public officials and other perspectives should be included)
  - -Show the videotape that discusses the law and the possibility of sting operations
  - -Disseminate seminar materials, including an agenda, list of speakers and their biographies, information kit and a welcome letter
  - -Provide an 800 number for further questions

- Hold a press conference at the conclusion of the seminar to discuss the success of the event and launch of program.
  - -Event should be held in the afternoon as close to the end of the seminar as possible, but not too late to conflict with reporters' deadlines
  - -Include only a few speakers to talk about the seminar's agenda and any conclusions drawn during the day
  - -Offer spokespeople to answer questions that reporters might have

- Invite local law enforcement officials, legislators, city officials, retailers and interested groups.

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Source: https://www.industrydocuments.ucsf.edu/docs/mylm0000

STEP 3: PUBLICIZE

Advertising/Public Service Announcements

A targeted print, radio and television advertising campaign should be developed and implemented before the Retail Crime Prevention Seminar in order to focus attention on the event and increase participation. Following the event, it would be effective to buy an hour of cable access time to do a shortened Retail Crime Prevention Seminar, using campaign spokespeople. Cable time is relatively inexpensive, and there is a large audience that watches the cable access talk shows.

There also should be a public service announcement campaign. Although the PSAs are aired at the station's whim, they still reach its audience. The PSA campaign should be implemented after the seminar to maintain a degree of visibility for the ITL program.

(Note: ~~The~~ sponsorship of broadcast portion of this program is contingent upon whether or not the federal law prohibiting the tobacco industry from advertising in broadcast mediums would apply to this campaign.) Otherwise, support law enforcement or retail organization PSA's.)

- Buy ad space in major media outlets, including print, television and radio. Run ads for the two weeks prior to the Retail Crime Prevention Seminar.

- Send announcements regarding the Retail Crime Prevention Seminar to the media for placement in their community calendars.
  - -Mail a month in advance to dailies, weeklies, magazines, television and radio
  - -Include a number to call for more information and to sign up

- Purchase a half hour or an hour of cable time for use after the Retail Crime Prevention Seminar.
  - -Use as a forum for discussion among ITL spokespeople
  - -Display videotape explaining the law, the reality of sting operations and the consequences of not complying with the laws
  - -Air segments taped during the seminar and press conference
  - -Show clips of positive television coverage of the seminar
  - -Run the 800 number several times to encourage people to request more information

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Source: https://www.industrydocuments.ucsf.edu/docs/mylm0000

Strategy 2 - The Pilot Program

- Send public service announcements (PSA) to television and radio to be aired after the seminar to maintain the campaign's visibility.
  - -Produce 15-, 30- and 60- second PSA scripts for radio
  - -Use footage from the seminar or press conference to create a quick video PSA to send to television stations

Kick-Off Press Conference

The ITL program would hold a press conference the first day the paid ads will begin to run. The event will serve as a kick-off for the pilot program as well as a publicity campaign for the seminar. Since the ad campaign will begin two weeks prior to the crime seminar, there will be a two week period during which one-on-one interviews can be arranged with ITL spokespeople. This will maintain the campaign's visibility and increase interest in the seminar.

- Select a location for the press conference, choosing either the offices of a sponsor, a retail facility or the location of the crime seminar.

- Prepare materials for the press conference.
  - -Media advisory that informs the press of the event
  - -Press release that discusses the seminar, pilot project and selection of the city for the program
  - -Biographies of participants
  - -ITL information kit as background

- Choose spokespeople who will represent the ITL program at the event.
  - -Diverse spokespeople should be selected from those trained
  - -Selected spokespeople should keep their remarks under five minutes
  - -There should be no more than four speakers so that the conference moves along smoothly and quickly

- Pursue media opportunities aggressively.
  - -Use the ad campaign and the crime seminar as the news hook
  - -Pitch spokespeople to all media outlets in the market
  - -Concentrate heavily on radio interviews and interview segments on television
  - -Continue placement efforts through the two weeks prior to the seminar

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Source: https://www.industrydocuments.ucsf.edu/docs/mylm0000

STEP 4: PILOT FULFILLMENT

Since this is a pilot project, it is very important to be able to measure the response rate to advertising, media placements and the seminar. To do this, there should be a separate fulfillment mechanism in place to handle the requests for information.

- Implement a special 800 number to respond to requests for information.
  - -Install a new phone number that is different from current number
  - -Quantify response rate
- Accept requests for information and facilitate the dissemination of the information kits.
- Create a fulfillment letter thanking callers for their interest in the program and encouraging participation.
- Institute a short questionnaire each caller must answer before receiving more information.
  - -Why are you interested in this material?
  - -How did you hear about the program?
- Analyze the results from the incoming requests for information.
  - -What initiated the most response?
  - -Who was interested in the program, (i.e., location or type of affiliation)?
  - -What type of retail outlets responded?

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Source: https://www.industrydocuments.ucsf.edu/docs/mylm0000

Strategy 3 - National Campaign

using criteria in coordination with regional directors and key PM markets.

Once the pilot program has been completed and evaluated, P-M can begin planning the national roll out of the new ITL program. Because there cannot be a kick off program in every city, approximately 10 to 15 markets should be selected for roll out activities. These cities will host programs similar to the pilot program that will be coordinated with the national press conference kick off. The rest of the country will be included through press conference media coverage and a mailing to retailers across the country. Some cities for consideration might include: Boston, Chicago, Los Angeles, NY, Houston, Seattle, Portland, Miami, Philadelphia, Atlanta, Denver, Phoenix, Minneapolis, Cincinnati, Kansas City, Detroit.

STEP 1: SPONSOR SUMMIT

The first step in the national campaign is to invite the sponsors from the 10 to 15 target cities to a national meeting to discuss the campaign. The meeting will serve to educate and energize the participants in the national campaign.

- Organize the two-day "sponsor summit" for national participants.
  - -Identify a convenient location
  - -Hold the summit in a hotel to accommodate out-of-town participants
  - -Select a date three to five months in advance of the launch to allow time for the participants to prepare their events
  - -Invite local affiliates of national sponsors

- Create a campaign manual for the ITL campaign that would include:
  - -Welcome letter from ITL
  - -ITL program materials
  - -ITL campaign overview
  - -Pilot Project Case Study
  - -Description of participants
  - -Message points
  - -Sample media plan
  - -Information on media training

- Design an agenda that would include:
  - -Welcome and introduction — access and
  - -Discussion of the problem of youth smoking
  - -Campaign overview
  - -Review of the pilot project
  - -Review of the campaign manual
  - -Media relations overview
  - -Media relations workshops

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Source: https://www.industrydocuments.ucsf.edu/docs/mylm0000

RCPS Rollout

STEP 2: ~~ENERGIZE TARGET CITIES~~

Once the summit has been held, the sponsors should return to their home cities and start planning their portion of the ITL program. Each city would coordinate the seminar and media with the national press conference that would be scheduled at a mutually acceptable date and time. The national press conference will become the centerpiece of the local event. Satellite down links and an 800 number to ask questions of the national panel also will be provided to the target cities.

- Organize a Retail Crime Prevention Seminar to discuss the problem of underage tobacco use with interested and influential parties.
  - -Involve local P-M sales representatives
  - -Ask co-sponsors to participate and speak on behalf of their industry
  - -Invite local law enforcement and city officials to speak
  - -Videotape the seminar for later use

- Invite local law enforcement officials, legislators, city officials, retailers and interested groups.

- Plan the agenda for the press conference. — seminar?
  - -Cast a diverse group of speakers (i.e., retail, law enforcement, public officials and other perspectives should be included)
  - -Show the videotape that discusses the law and the possibility of sting operations
  - -Disseminate seminar materials, including and agenda, list of speakers and their biographies, information kit and a welcome letter
  - -Provide 800 number for anyone with further questions

- Hold a local press conference ~~that will coordinate the national press conference down link and 800 number.~~
  - -Schedule as part of the seminar
  - -Invite local reporters from print, radio and television outlets
  - -Include only a few local speakers to talk about the local ITL program and crime seminar
  - -Offer local spokespeople for one-on-one interview with local reporters

Break out separate from seminars

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Source: https://www.industrydocuments.ucsf.edu/docs/mylm0000

STEP 3: PUBLICIZE NATIONALLY

Because the ITL program is a national campaign, the program should have a national launch. Since this can become expensive, the best way to publicize the event is through a national press conference and targeted media buys. The press conference should attract attention from all major television and radio networks and print outlets. The media buys should be concentrated in major newspapers and magazines, as well as news dailies in the 10 to 15 target cities.

National Press Conference

The press conference will announce the roll out and add to the visibility of the national ITL campaign. It will provide an interesting news hook for the local media who will be able to view the national press conference by satellite down link and communicate with the national spokespeople by 800 number after the press conference.

- Organize a national press conference in New York City to attract the national outlets without risking coverage by those who cover the legislative side of the issue who would be more likely to view this as an effort responding to congressional pressure.
  - -Invite the executive directors and/or the presidents of national co-sponsoring organization to talk about the program
  - -Discuss the national roll out
  - -Show the videotape that discusses the law, the reality of sting operations and the consequences of not complying with the law
  - -Accept questions from reporters regarding the program and its sponsors

- Provide a satellite down link to target cities where local press conference will be held.
  - -Allows local viewing of the national event
  - -Adds an interesting news hook to the local pitch

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Source: https://www.industrydocuments.ucsf.edu/docs/mylm0000

Strategy 3 - National Campaign

- Arrange 800 number where local reporters and local participants may call in and ask the national panel questions.
  - -To be used after the press conference is over in New York
  - -Facilitates communication between local media and the national campaign sponsors

Advertisements/Public Service Announcements

An advertising campaign in the national media should be launched the day of the press. These ads should run for approximately two weeks in major dailies, national magazines and target city dailies. If the lawyers deem it legal to advertise in radio and television, these campaigns would begin as soon as possible to be aired on national network affiliates in the target cities.

(Note: Again, the broadcast portion of this program is contingent upon whether or not the federal law prohibiting the tobacco industry from advertising in broadcast mediums would apply to this campaign.)

- Buy ad space in the target cities' news dailies. Ads will run for the two weeks prior to the local Retail Crime Prevention Seminar to publicize the national campaign and the local satellite program.

- Send public service announcements of the Retail Crime Prevention Seminar to the target city media for airing in their community calendars.
  - -Mail a month in advance to dailies, weeklies, magazines, television and radio
  - -Include a number to call for more information and to sign up

- Buy ad space in national print outlets to run the day of the event.
  - -*The New York Times*
  - -*USA Today*
  - -*The Wall Street Journal*
  - -*The Washington Post*

2023582745

Source: https://www.industrydocuments.ucsf.edu/docs/mylm0000

Strategy 3 - National Campaign

- Place the national ad in target city news dailies to air the day of the event.

- Purchase a half hour or an hour of cable time in each of the target markets for use after the Retail Crime Prevention Seminar to extend the reach of each seminar.
  - -Use as a forum for discussion among ITL spokespeople
  - -Display videotape explaining the law, the reality of sting operations and the consequences of not complying
  - -Air segments taped during the seminar and national press conference
  - -Show clips of positive television coverage of the seminar
  - -Run the 800 number several times to encourage people to request more information

- Send public service announcements (PSA) to television and radio to be aired after the seminar to maintain the campaign's visibility.
  - -Produce 15-, 30- and 60- second PSA scripts for radio
  - -Use footage from the seminar or press conference to create a quick video PSA to send to television stations

respective

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Source: https://www.industrydocuments.ucsf.edu/docs/mylm0000

Windy - let's discuss this page.

STEP 4: ~~MAIL~~ Distribute INFORMATION KITS

Because it is not feasible economically to hold ITL seminars and events in every city, the best way to target the rest of the country is to mail ITL information kits to retailers across the country. With this mailing, the program becomes a truly national program.

- **Offer to purchase membership lists from major retail sponsors or reimburse them for special mailings.**
- **Purchase a list of retailers from a vendor to capture the universe of retailers not affiliated with regional or national organizations.**
- **Mail ~~information kits~~ brochure to retailers nationwide.**
  - **-Include a cover letter discussing the program, the national campaign and how they can participate**
  - **-Provide 800 number for people to request ~~more information~~ the education kit.**

Need to re-write. Most effective means is via PM reps. They can "walk" retailer through the kit and post the decal(s) in 90 seconds.

2023587447

Source: https://www.industrydocuments.ucsf.edu/docs/mylm0000

STEP 5: FULFILLMENT

A fulfillment house must be engaged to handle the 800 number and written requests for more information.

- Control 800 number to respond to requests for information.
  - -Install a new phone number that is different from current number
  - -Quantify response rate
- Accept requests for information and facilitate the dissemination of the information kits.
- Create a fulfillment letter thanking the caller for their interest in the program and encouraging participation.
- Institute a short questionnaire each caller must answer before receiving more information.
  - -Why are you interested in this material?
  - -How did you hear about the program?
- Analyze the results from the incoming requests for information.
  - -What initiated the most response?
  - -Who was interested in the program, (i.e., location or type of affiliation)?
  - -What type of retail outlets responded?
- Revise present database format to include fields for future special selects.
- Download database monthly onto PM mass mobilization system for districting and legislative activities

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Source: https://www.industrydocuments.ucsf.edu/docs/mylm0000

Strategy 4 - For the Future

Based on the results of the national campaign, P-M must continually expand the program. By adding more target cities, the ITL program messages would penetrate more deeply into cities considering restrictive legislation, regarding youth smoking. The ~~public~~ affairs staff could provide guidance for additional target city activities. The expanded reach also would add to the credibility of the program as a national campaign, giving ~~public~~ affairs ~~and marketing people~~ more ammunition in their legislative battles.

corporate

government

2023587749

Source: https://www.industrydocuments.ucsf.edu/docs/mylm0000

Burson-Marsteller

1850 M Street, N.W.
Suite 900
Washington, D.C. 20036.5890
202.833.4237
FAX: 202.833.4477

Winston J. Leavell
Senior Vice President

MEMORANDUM

May 31, 1994

TO: Karen Chaikin

FR: Windy Leavell

RE: ITL Preliminary Budget

Hope you had a pleasant long weekend.

Attached is our preliminary budget estimate for the ITL program as sent to you last week. The budget document should parallel the major work activities in the program outline.

You will note there are areas where we've assigned a dollar amount to indicate B-M work. Areas left as "PM" serve either to indicate activity we believe you will want to do, or work we are uncertain who will carryout.

While all estimates are just that, we have based them on previous experience. We have not put a total program estimate on the document since there are so many areas we need to discuss further. However, I believe this gives us something to work with for now.

After you've had time to digest this, let's talk. I do expect to be in NY this week and we can get together in person if that works for you, or we can put together a conference call to work on areas you want to address sooner.

Regards

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Source: https://www.industrydocuments.ucsf.edu/docs/mylm0000

Budget

STRATEGY 1: LAYING THE GROUNDWORK

Step 1: Preparation

Evaluate

Conduct 2 focus groups of 10 each ($6,000 per focus group)	$12,000.00
Develop surveys for retailers, legislators and media	$5,000.00
Production and mailing	P-M
Analysis of results of surveys	$2,500.00
Out-of-pocket expenses (OOP) (These include miscellaneous charges including phone, faxes, messengers, postage, travel, focus groups participant fees, etc.)	TBD
Subtotal	**$19,500.00 + OOPs**

Research

Identification and research of potential allies (If P-M needs assistance with this process, B-M can provide profiles of third-party groups for $1,000 per group)	P-M
Examine other industries' programs (B-M support TBD)	P-M
Investigate potential target cities (B-M support TBD)	P-M
OOPs that include miscellaneous charges including phone, faxes, messengers, postage, travel, hotel, etc.	TBD
Subtotal	**P-M**

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Source: https://www.industrydocuments.ucsf.edu/docs/mylm0000

Budget

Create Materials

Message development	**$3,000.00**
Re-craft information kit	**$10,000.00**
Production of information kit	**TBD**
Newsletter per issue	**$7,000.00***
Newsletter printing	**TBD**
Create educational materials:	
Videotape production	**$25,000.00**
Draft voice mail	**$2,000.00**
Write modem message	**$1,500.00**
Write and produce cassette tape	**$8,000.00**
Design print ads $10,000 per ad	**TBD**
Write public service announcements	**$2,500.00**
OOPs that include miscellaneous charges including phone, faxes, messengers, postage, travel, camera crews, duplication, etc.	**TBD**

clarify

Creative to be finished

Cost to produce?

clarify

***Subtotal, accounting for 6 newsletters**	**$94,000.00 + OOPs**

***Subtotal, accounting for 12 newsletters**	**$136,000.00 + OOPs**

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Source: https://www.industrydocuments.ucsf.edu/docs/mylm0000

Budget

Step 2: Education/Recruitment

Third-Party Organizations

Contact organizations with which P-M has relationship (B-M support TBD)	P-M
Mail kits to other potential sponsors and follow up (B-M support TBD)	P-M
Disseminate kits at trade shows (B-M support TBD)	P-M
Advertise in trade publications	TBD
Subtotal	**P-M**

Philip Morris Employees

All internal communications (B-M support TBD)	P-M
Subtotal	**P-M**

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Source: https://www.industrydocuments.ucsf.edu/docs/mylm0000

Budget

STRATEGY 2: THE PILOT PROGRAM

Step 1: Spokesperson Training

Train one group of 4-5 spokespeople in the pilot city	$8,000.00
OOPs that include miscellaneous charges including phone, faxes, messengers, postage, travel, etc.	TBD
Subtotal	**$8,000.00 + OOPs**

Step 2: Organize Seminar

amplify

location/food/mtg space? RSVPs/name tags

Coordinate the seminar	$25,000.00
Arrange local press conference	$5,000.00
OOPs that include miscellaneous charges including phone, faxes, messengers, postage, travel, etc.	TBD
Subtotal	**$30,000 + OOPs**

Step 3: Publicize

Print media buy prior to seminar (Cost is based on a single, full-page ad in the Wilmington, Del., *News Journal*)	$7,000.00
Hour of cable time on channel 28 in Wilmington, Del.	$1,000.00

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Source: https://www.industrydocuments.ucsf.edu/docs/mylm0000

Budget

Materials for press conference	$3,000.00
Coordination of kick-off press conference	$5,000.00
Post-press conference media interviews	$2,000.00
OOPs that include miscellaneous charges including phone, faxes, messengers, postage, travel, hotel, etc.	TBD
Subtotal	**$18,000.00 + OOPs**

Step 4: Pilot Fulfillment

Hire a fulfillment house	P-M

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Source: https://www.industrydocuments.ucsf.edu/docs/mylm0000

STRATEGY 3: NATIONAL CAMPAIGN

Step 1: Sponsor Summit

Coordinate the sponsor summit	$30,000.00
OOPs that include miscellaneous charges including phone, faxes, messengers, postage, travel, hotel, etc.	TBD
Subtotal	**$30,000.00 + OOPs**

Step 2: Energize Target Cities

Organize local Retail Crime Prevention Seminars ($25,000 per market)	$250,000.00
Plan local press conferences in 10 target cities ($5,000 per market)	$50,000.00
Post-press conference media interview coordination ($2,000 per market)	$20,000.00
OOPs that include miscellaneous charges including phone, faxes, messengers, postage, travel, grants and travel charges for sponsors, etc.	TBD
Subtotal	**$320,000.00**

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Source: https://www.industrydocuments.ucsf.edu/docs/mylm0000

Budget

Step 3: Publicize Nationally

Organize national press conference	$7,000.00
Satellite down link to 10 cities ($5,000 per site)	$50,000.00
Arrange an 800 number for call in	TBD
Media buy for the launch (local and national)	TBD
Purchase an hour of cable time in the 10 target cities	TBD
OOPs that include miscellaneous charges including phone, faxes, messengers, postage, travel, hotel, etc.	TBD
Subtotal	**$57,000.00**

Step 4: Mail Information Kits

Production and mailing costs (estimated $0.98 per piece)	P-M

Step 5: Fulfillment

Hire a fulfillment house to handle requests	P-M

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Source: https://www.industrydocuments.ucsf.edu/docs/mylm0000

STRATEGY 4: FOR THE FUTURE

Cost of expanding the campaign to more cities (Cost will be based on location of additional target cities and kinds of activities that would be supported.)	TBD

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